

DETERMINANTS OF EMPLOYEE PERFORMANCE IN PRIVATE UNIVERSITIES: THE ROLE OF PHYSICAL AND PSYCHOSOCIAL WORK ENVIRONMENT

Dhananjay Manmath Palne¹, Dr. Khushbu Shah², Dr. Samir Gopalan³

¹ Scholar, Department of Management, Silver Oak University.

² Supervisor, Department of Management, Silver Oak University.

³ Co-Supervisor, Department of Management, Silver Oak University.

Abstract: The efficiency, output, and viability of private universities are greatly affected by the performance of their employees. A growing body of research has focused on the relationship between working conditions and organizational performance in recent years. This research looks at the factors that affect private university employees' productivity, focusing on the influence that their physical and psychological work environments play. Productivity and organizational effectiveness are the foci of this research on the roles played by workplace safety, facilities, interpersonal relationships, collaboration, communication, and psychological support. Primarily, 164 respondents from private universities filled out a standardized questionnaire as part of the study's quantitative research strategy. The results show that the physical and psychological aspects of the workplace have a substantial impact on worker productivity. Teamwork, management support, motivation, and effective conflict resolution were identified as psychosocial factors that significantly predicted employee productivity and job satisfaction among the variables. The study goes on to say that when employees feel valued and appreciated at work, it boosts their dedication, productivity, and the overall efficacy of the institution. Findings from this study add to what is already known about the significance of working conditions in academic institutions. In order to boost employee performance and organizational sustainability, the study suggests that private colleges prioritize workplace infrastructure improvements, healthy interpersonal connection promotion, and the creation of psychologically supportive environments.

Keywords: Employee Performance, Work Environment, Workplace Environment, Organizational Performance, Physical factors

1. INTRODUCTION

In the modern educational environment, private universities are increasingly facing challenges related to quality education, institutional competitiveness, technological advancements, and employee retention. The effectiveness of universities largely depends on the performance, motivation, and commitment of their employees, including teaching and non-teaching staff. As educational institutions strive to achieve academic excellence and organizational growth, understanding the factors influencing employee performance has become an important area of research and managerial concern.

Among the various organizational factors, the work environment plays a crucial role in shaping employee attitudes, behavior, productivity, and job satisfaction. The work environment includes both physical and psychosocial aspects that directly or indirectly affect employee efficiency and organizational outcomes. The physical work environment refers to tangible workplace conditions such as infrastructure, office design, safety measures, lighting,



ventilation, classroom facilities, technological support, and other institutional resources that facilitate employee functioning. A comfortable and well-equipped workplace creates a positive atmosphere that enhances employee morale and work efficiency.

In addition to physical conditions, the psychosocial work environment has emerged as a major determinant of employee well-being and performance. Psychosocial factors include interpersonal relationships, teamwork, communication, managerial support, motivation, stress management, recognition, and organizational culture. A healthy psychosocial environment promotes cooperation, trust, emotional stability, and professional satisfaction among employees. Conversely, poor workplace relationships, excessive stress, lack of support, and ineffective communication may negatively impact employee productivity and organizational commitment.

Private universities operate in a highly competitive environment where employee performance significantly influences institutional reputation, student satisfaction, research productivity, and overall organizational effectiveness. Employees working in private universities often face workload pressure, performance expectations, technological adaptation, and administrative responsibilities that may affect their psychological and professional well-being. Therefore, creating a supportive and conducive work environment has become essential for ensuring high employee performance and institutional sustainability.

Several previous studies have examined the relationship between workplace environment and employee performance in different sectors. However, limited research has specifically focused on the combined influence of physical and psychosocial work environments in the context of private universities. Moreover, the rapid transformation in educational systems, increased use of digital technologies, and changing workplace dynamics have created the need for further investigation into employee workplace experiences in higher education institutions.

The present study aims to examine the determinants of employee performance in private universities by analyzing the role of physical and psychosocial work environments. The study seeks to understand how workplace infrastructure, institutional facilities, interpersonal relationships, teamwork, communication, and psychological support influence employee productivity and organizational outcomes. By identifying the significant workplace factors affecting employee performance, the study intends to provide valuable insights for university administrators and policymakers in developing effective workplace strategies and employee welfare policies.

Theoretical Perspectives on Employee Performance and Workplace Environment

Employee performance refers to the extent to which employees effectively accomplish assigned tasks and contribute to organizational goals. According to Armstrong (2006), performance encompasses both the outcomes achieved and the processes through which these outcomes are attained. High employee performance contributes significantly to organizational effectiveness, service quality, and competitive advantage.

The work environment is recognized as one of the most important determinants of employee performance. Tripathi (2014) describes the work environment as the combination of physical, organizational, and social factors that influence employees' attitudes, motivation, and productivity. It includes workplace infrastructure, organizational culture, job characteristics, management practices, and external environmental conditions. A supportive work environment enhances employee satisfaction and enables individuals to perform their duties effectively.

The workplace environment can be broadly categorized into physical and psychosocial dimensions. The physical work environment includes workplace layout, infrastructure, equipment, safety measures, lighting, ventilation, and technological facilities. A well-designed physical environment facilitates employee efficiency, reduces work-related stress, and enhances overall productivity. The psychosocial work environment comprises interpersonal relationships, communication patterns, teamwork, supervisory support, organizational culture, recognition, and employee well-being. Positive psychosocial conditions foster trust, collaboration, motivation, and job satisfaction, whereas poor relationships and inadequate support may reduce employee engagement and performance.

Several scholars have emphasized the relationship between workplace conditions and employee productivity. Chandrasekar (2011) argues that both physical and psychosocial workplace factors significantly influence employee outcomes. Employees who perceive their work environment as supportive and conducive are more likely to demonstrate higher levels of commitment, motivation, and performance. Similarly, Platt and Sobotka (2010) suggest that employee performance is influenced by the combined effects of ability, motivation, and opportunities to participate effectively in organizational activities.

In higher education institutions, employee performance is particularly important because it directly affects teaching quality, research productivity, student satisfaction, and institutional reputation. Employees in private universities often face increasing workloads, performance expectations, technological changes, and administrative responsibilities. Therefore, universities must create a supportive physical and psychosocial work environment to promote employee well-being, motivation, and productivity.

Effect of psychosocial factors on the work environment

There is a wide range of impacts caused by psychological issues in the workplace. They encompass the physical features of the organization, its methods of operation, and the caliber of its human relations. The emotional and physical well-being of workers, as well as the atmosphere in the workplace, are impacted by all of these aspects. The oil and gas industry's psychological work environment is intricately related to the demographics, economics, and social issues that affect the workforce as a whole, as well as the housing and working conditions of individual employees. All things considered, the means of production aren't the only determinants of economic growth, technological advancement, increasing productivity, and social stability; workers' and their families' health and safety also play a significant role. The working conditions that these companies provide their employees have a direct impact on the company's success. The office's layout and design are influenced by psychosocial factors, such as working environment, job congruity, and social support from supervisors. Policies encompass not just HR policies but also the working conditions of employees as a result of industrial instruments and agreements made with unions and employees. Workers will be more productive and efficient in their work if the physical workplace is better. In addition to being excellent for business, a healthy workplace is defined by respect, which in turn promotes employee engagement and helps to establish a high-performance culture that is conducive to creativity and innovation.

Companies with a positive reputation as workplaces are more likely to benefit from a talent pool that is both large and diverse. Positive workplace cultures can lead to lower employee turnover, fewer incidents of fraud, improved safety procedures, an easier time attracting and retaining skilled staff, and improved employee wellness. People are the most valuable asset of any company, according to nearly every successful oil and gas company. Worker output is a function of their level of engagement, skill, and understanding of the work at hand. The success and achievements of the organization depend on it. When workers are happy and healthy in the office, they are more likely to give their best to their work, which in turn may lead to better results.

Objectives of the Study

1. To examine the impact of physical work environment factors on employee performance in private universities.
2. To analyze the influence of psychosocial work environment factors on employee performance among university employees.

2. REVIEW OF RELATED STUDIES

C., Harendra & Shrestha, Purna. (2026). This study looks at cooperative societies in Nepal's Karnali Province to see how job satisfaction mediates the relationship between the work environment and employee performance. A total of 404 cooperative employees were surveyed using a convenience sample method in order to compile quantitative data. The framework is anchored in Social Exchange Theory and Job Demands-Resources Theory. Employee performance is positively correlated with the office environment, according to the empirical studies. Additionally, job

satisfaction was strongly predicted by the work environment. Job satisfaction is a partial mediator, according to the study. In essence, a physically, mentally, and socially supportive workplace increases output in two ways: first, by making workers happier, and second, by encouraging them to work harder. These findings demonstrate the importance of fostering a positive work environment as a strategic lever for organizational success and offer practical advice for collaborative managers and HR practitioners. This study fills a gap in the empirical literature on the Nepalese cooperative industry and adds to our understanding of organizational behavior in developing nations by examining a seldom-discussed regional and sector-specific setting.

Kanus, Evelyn. (2024). This study used a descriptive research style that included qualitative and quantitative methods. The majority of the people who were supposed to take part in the study were professors at a couple of private universities in Kenya. Stratified and purposive sampling was used to select a sample size, with the target population's size in mind. The information was gathered by use of questionnaires. In order to analyze the data, descriptive statistics and theme content analysis were employed. The study found that the physical workplace was one of the most influential variables on employee performance in the country's private organizations. Compared to universities with more favorable environments, those with less than optimum physical working conditions had lower academic staff performance. According to the article's findings, private universities and colleges cannot risk falling behind in the competitive higher education market unless they take action to enhance campus working conditions.

Farismawarni, Amelia & Sambogo, Ignatius. (2023) This study employed quantitative approaches to descriptive statistical data processing. Using the field study method and making firsthand observations, the researcher sought a greater knowledge of the conditions. We surveyed 77 coworkers from the same department for this research. The study found that workload did not significantly impact productivity. But the physical work environment does correlate positively with employee performance.

Alemu, Kidanie. (2022). this research aims to quantify the impact of environmental variables on employee performance at Wollo University, using the College of Business and Economics. The researcher would select 66 employees at random and use a multistage sampling approach to collect data using a causal study design. The study's data was going to be analyzed using elementary descriptive and inferential statistics, according to the researcher. A total of 47.0% of respondents had fewer than five years of experience, 28.8% had six to ten years, and 24.2% had more than ten years with the institution. All aspects of the work environment were positively correlated with their performance on the job, according to the results. When examining the relationship between workplace factors and employee performance, a multiple linear regression model was shown to be statistically significant at the 5% level of significance (p-value 0.001). At the 5% significant level (p-value 0.002), one aspect of the office environment that affected employees' performance was their work-life balance. Over half of the survey takers have been with the company for more than six years. The correlation between employees' ability to strike a healthy work-life balance and their productivity was strong and linear. The personnel's performance was affected by factors connected to the work environment at the university.

Al Amin, Md & Chakraborty, Arka. (2022). The workplace's physical layout significantly affects workers' efficiency and productivity. Six physical elements of the workplace are intended to be identified by this study: furniture and equipment design, air quality, temperature, sanitation, lighting, and noise. According to workers' ratings on a 5-point Likert scale, the temperature in the office has the greatest impact on productivity. This study seeks to uncover employees' perceptions of their workplaces so that management can gain a better understanding of how to improve them. If these factors are given priority at the industry level, workers' performance and output quality can be improved. Concerns about cleanliness, which have not been the subject of prior research on productivity in the workplace, are rising as a result of the present corona pandemic issue. The study's overarching goal is to learn more about the connections between these factors and the gender and length of service of the participating workers. The variety within each category has helped us understand the basic requirements of each type of worker.

Mesiya, Aisha. (2019). This study seeks to address this gap by identifying the factors that significantly affect employee performance and assessing the positive or negative effects of these factors. This investigation focuses on

private schools in Pakistan. Respondents were selected from a pool of private schools in Karachi using convenience sampling. This qualitative research project used an interpretivist approach and a case study research strategy to interview thirty school officials from various management levels. The information is collected through the use of semi-structured interview questions, which are then classified according to predetermined topics. Our ten-factor model identifies remuneration, incentives, leadership, working environment, performance evaluations, years of experience, and training as key determinants of employee output. On the flip side, things like workplace friction, stress, and hours worked are detrimental. These factors have varied degrees of impact on the three levels of the job ladder. Eleven more components were uncovered during interviews and their effects were assessed at all levels of the organization, in addition to the already established framework. Lastly, a variety of recommendations are offered to help companies get the most out of their employees.

3. RESEARCH METHODOLOGY

Research Design

A mixed-methods approach was used in this investigation. Finding and describing respondent characteristics and the conditions of the private university employment environment was the goal of the descriptive design. We used an analytical technique to look at how the physical and psychological aspects of the workplace impacted workers' productivity.

Sources of Data

Primary and secondary data were both used in the study.

Primary Data

A standardized questionnaire was used to gather primary data from individuals employed by private universities. Physical and psychological aspects of the workplace, as well as interpersonal dynamics and performance on the job, were all included of the survey.

Secondary Data

We gathered secondary data from:

- Articles based on research
- periodicals that are included in the Scopus database
- Works of literature
- The processes of a conference
- Reports from colleges
- Online databases and websites

The theoretical foundation and areas for future study were both aided by these sources.

Sample Size

One hundred forty-four students from private universities participated in the survey.

Sampling Technique

Under the umbrella of non-probability sampling methods, the study made use of a convenience sampling methodology.

Workers were chosen as survey takers based on their availability and willingness to participate.

Research Variables

The study included the following variables:

Type of Variable	Variables
Independent Variables	Physical Work Environment, Psychosocial Work Environment, Work Environment
Dependent Variable	Employee Performance

Questionnaire Design

The questionnaire was divided into two sections:

Section A: Demographic Information

This section included:

- Gender
- Age
- Educational Qualification
- Work Experience
- Designation

Section B: Study Variables

Physical Work Environment (PE)

- PE1: The university provides a comfortable and safe workspace
- PE2: The infrastructure is well-maintained
- PE3: Adequate facilities are available

Psychosocial Work Environment (PWE)

- PWE1: I receive support from supervisors
- PWE2: I feel motivated and valued
- PWE3: Work stress is managed effectively
- PWE4: Communication with management is effective

Work Environment (WE)

- WE1: I have a good relationship with colleagues
- WE2: Teamwork exists among employees
- WE3: Conflicts are resolved effectively

Employee Performance (EP)

- EP1: I complete tasks efficiently
- EP2: I meet performance expectations
- EP3: I contribute positively to institutional goals

Data Collection Procedure

Surveys were sent out to private university staff using both traditional mail and internet platforms.

Subjects were apprised of:

- Purpose of the study
- Confidentiality of responses
- Voluntary participation

The collected responses were screened and coded for analysis.

Statistical Tools Used for Data Analysis

The following statistical tools were used:

Statistical Tool	Purpose
Percentage Analysis	Demographic analysis
Mean and Standard Deviation	Descriptive statistics
Reliability Analysis	Internal consistency
Correlation Analysis	Relationship between variables
Multiple Regression Analysis	Impact of independent variables on employee performance

Hypotheses of the Study

The following hypotheses were formulated:

H1: Physical work environment significantly influences employee performance.

H2: Psychosocial work environment significantly influences employee performance.

H3: Work environment significantly influences employee performance.

4. RESULTS AND DISCUSSION

Table 1: Demographic Profile of Respondents (N = 164)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	92	56.1
	Female	72	43.9
Age	25-30 Years	38	23.2
	31-40 Years	67	40.9
	41-50 Years	42	25.6
	Above 50 Years	17	10.3
Qualification	Master's Degree	71	43.3
	Ph.D.	63	38.4
	Others	30	18.3
Experience	Below 5 Years	35	21.3
	5-10 Years	58	35.4
	Above 10 Years	71	43.3

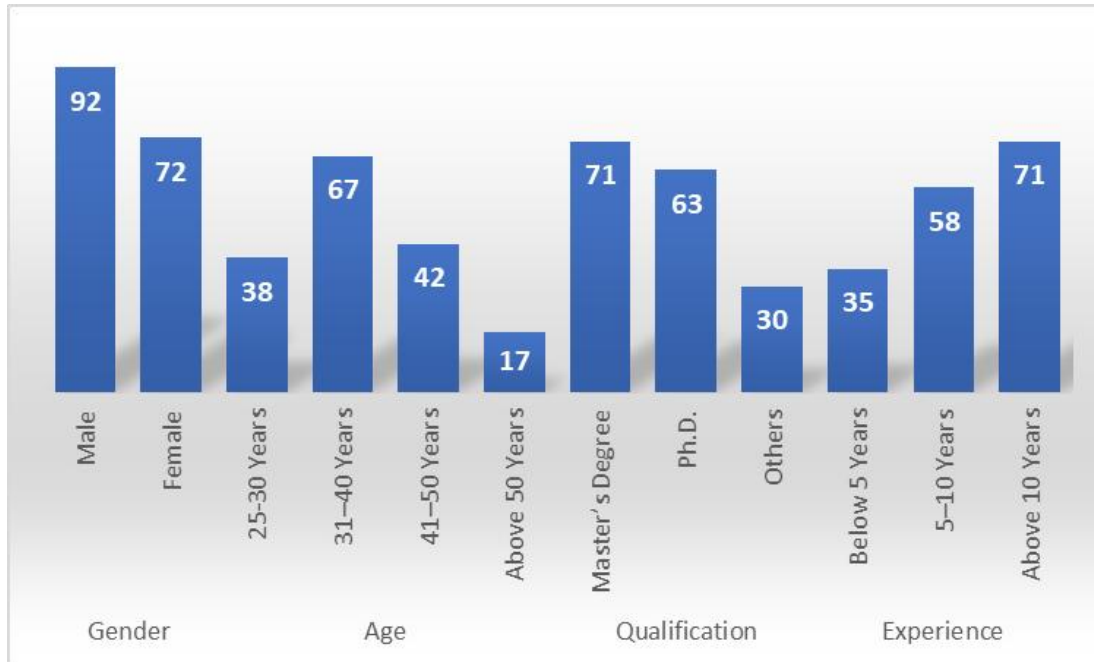


Figure 1: Demographic Profile of Respondents (N = 164)

The study included 164 respondents, comprising 92 males (56.1%) and 72 females (43.9%), indicating a relatively balanced gender representation. Most respondents belonged to the 31–40 years age group (40.9%), followed by 25–30 years (23.2%), 41–50 years (25.6%), and above 50 years (10.3%), suggesting that the majority were middle-aged professionals.

In terms of educational qualifications, 43.3% held a Master's degree, 38.5% possessed a Ph.D., and 18.3% had other qualifications, reflecting a highly educated sample. Regarding work experience, the largest proportion of respondents (43.3%) had more than 10 years of professional experience, while 35.4% had 1–10 years and 21.3% had less than 5 years of experience. Overall, the respondents were academically qualified and professionally experienced, enhancing the reliability of the study findings.

Table 2: Descriptive Statistics of Physical Work Environment

Item Code	Statement	Mean	SD
PE1	The university provides a comfortable and safe workspace	4.12	0.71
PE2	The infrastructure is well-maintained	3.98	0.82
PE3	Adequate facilities are available	4.05	0.76
	Overall Mean	4.05	0.76

Table 2 presents the statistical analysis of the Physical Work Environment variables. The findings indicate a positive perception of the physical work environment among respondents, with an overall mean score of 4.05 and a standard deviation of 0.76, suggesting general agreement and consistency in responses.

Among the items, "The university provides a comfortable and safe workspace" (PE1) recorded the highest mean score (4.12; SD = 0.71), indicating strong satisfaction with workplace safety and comfort. "Adequate facilities are available" (PE3) achieved a mean score of 4.05 (SD = 0.76), reflecting positive views regarding the availability of institutional facilities. Similarly, "The infrastructure is well-maintained" (PE2) obtained a mean score of 3.98 (SD = 0.82), indicating favorable perceptions of infrastructure maintenance.

Overall, the results suggest that respondents viewed the university's physical work environment positively, particularly in terms of safety, comfort, and facility availability, with relatively low standard deviations indicating consistency in opinions.

Table 3: Descriptive Statistics of Psychosocial Work Environment

Item Code	Statement	Mean	SD
PWE1	I receive support from supervisors	3.89	0.84
PWE2	I feel motivated and valued	3.95	0.79
PWE3	Work-related stress is managed effectively	3.76	0.91
PWE4	I feel psychologically safe at work	4.01	0.73
PWE5	Communication between staff and management is effective	3.88	0.81
	Overall Mean	3.90	0.82

Table 3 presents the descriptive statistics of the Psychosocial Work Environment among respondents. The overall mean score of 3.90 with a standard deviation of 0.82 indicates that respondents generally perceived the psychosocial work environment positively.

Among the variables, "I feel psychologically safe at work" (PWE4) recorded the highest mean score (4.01; SD = 0.73), suggesting that employees felt secure and comfortable in the workplace. "I feel motivated and valued" (PWE2) achieved a mean score of 3.95 (SD = 0.79), while "I receive support from supervisors" (PWE1) recorded a mean of 3.89 (SD = 0.84), reflecting positive perceptions of recognition and supervisory support.

"Communication between staff and management is effective" (PWE5) obtained a mean score of 3.88 (SD = 0.81), indicating generally favorable views regarding workplace communication. The lowest mean score was observed for "Work-related stress is managed effectively" (PWE3) with a mean of 3.76 (SD = 0.91), suggesting comparatively mixed opinions about stress management practices.

Overall, the findings indicate a supportive psychosocial work environment characterized by psychological safety, motivation, and supervisory support, although improvements in stress management may further enhance employee well-being.

Table 4: Descriptive Statistics of Work Environment and Employee Performance

Item Code	Statement	Mean	SD
WE1	I have a good relationship with colleagues	4.18	0.68
WE2	Teamwork and cooperation exist among employees	4.02	0.74
WE3	Workplace conflicts are resolved effectively	3.81	0.87
EP1	I complete assigned tasks efficiently	4.21	0.65
EP2	I consistently meet performance expectations	4.09	0.72
EP3	I contribute positively to institutional goals	4.15	0.69

Table 4 presents the descriptive statistics of Work Environment and Employee Performance. The findings indicate that respondents had positive perceptions of both their work environment and performance, as reflected by the high mean scores and relatively low standard deviations.

Among the work environment variables, "I have a good relationship with colleagues" (WE1) recorded the highest mean score (4.18; SD = 0.68), indicating strong workplace relationships and cooperation among employees. "Teamwork and cooperation exist among employees" (WE2) also received a favorable mean score (4.02; SD = 0.74), suggesting effective collaboration within the institution. The lowest mean score was observed for "Workplace conflicts

are resolved effectively" (WE3) (Mean = 3.81; SD = 0.87), indicating relatively mixed opinions regarding conflict resolution practices.

Regarding employee performance, "I complete assigned tasks efficiently" (EP1) achieved the highest mean score (4.21; SD = 0.65), followed by "I contribute positively to institutional goals" (EP3) (Mean = 4.15; SD = 0.69) and "I consistently meet performance expectations" (EP2) (Mean = 4.09; SD = 0.72). These results suggest that employees viewed themselves as productive, responsible, and effective in achieving organizational objectives.

Overall, the findings indicate that a positive work environment characterized by good relationships and teamwork is associated with strong employee performance in the institution.

Table 5: Correlation Analysis Between Variables

Variables	PE	PWE	WE	EP
Physical Environment (PE)	1			
Psychosocial Environment (PWE)	0.642**	1		
Work Environment (WE)	0.588**	0.671**	1	
Employee Performance (EP)	0.703**	0.748**	0.692**	1

Note: Correlation is significant at the 0.01 level

Table 5 presents the correlation analysis between Physical Environment (PE), Psychosocial Work Environment (PWE), Work Environment (WE), and Employee Performance (EP). The results indicate positive and statistically significant relationships among all variables, suggesting that improvements in workplace conditions are associated with higher employee performance.

A strong positive correlation was found between Physical Environment and Psychosocial Work Environment ($r = 0.642$), indicating that better physical workplace conditions are linked with a more supportive psychosocial environment. Similarly, Physical Environment and Work Environment ($r = 0.588$) showed a positive relationship, suggesting that adequate infrastructure and facilities contribute to better workplace interactions.

The strongest correlation among the independent variables was observed between Psychosocial Work Environment and Work Environment ($r = 0.671$), highlighting the importance of psychological support, communication, and teamwork in creating a positive workplace atmosphere.

Employee Performance was positively correlated with all workplace factors. The strongest relationship was found between Psychosocial Work Environment and Employee Performance ($r = 0.748$), followed by Physical Environment and Employee Performance ($r = 0.703$) and Work Environment and Employee Performance ($r = 0.692$). These findings indicate that supportive psychosocial conditions, adequate physical facilities, and a positive work environment significantly contribute to employee productivity and performance.

Overall, the results confirm that favorable workplace conditions play a crucial role in enhancing employee performance and achieving organizational goals.

Table 6: Regression Analysis on Determinants of Employee Performance

Independent Variables	Beta Value	t-value	Significance (p-value)
Physical Work Environment	0.321	4.882	0.000
Psychosocial Work Environment	0.417	5.964	0.000
Work Environment	0.286	4.117	0.001
R²	0.684		

Adjusted R²	0.672		
F-value	58.314		0.000

Table 6 presents the regression analysis examining the impact of Physical Environment (PE), Psychosocial Work Environment (PWE), and Work Environment (WE) on Employee Performance (EP). The results indicate that all three variables have a positive and statistically significant influence on employee performance.

Among the predictors, Psychosocial Work Environment emerged as the strongest factor influencing employee performance ($\beta = 0.417$, $t = 5.964$, $p = 0.000$), highlighting the importance of motivation, psychological safety, communication, stress management, and supervisory support. Physical Environment also showed a significant positive effect ($\beta = 0.321$, $t = 4.882$, $p = 0.000$), suggesting that adequate facilities, infrastructure, and workplace comfort enhance employee productivity. Similarly, Work Environment had a positive and significant impact ($\beta = 0.286$, $t = 4.117$, $p = 0.001$), indicating that teamwork, workplace relationships, and effective conflict resolution contribute to better performance.

The model explained 68.4% of the variance in Employee Performance ($R^2 = 0.684$), with an Adjusted R^2 of 0.672, demonstrating strong explanatory power. Furthermore, the overall regression model was statistically significant ($F = 58.314$, $p = 0.000$), confirming a good fit.

Overall, the findings reveal that physical, psychosocial, and organizational work environments significantly influence employee performance, with the psychosocial work environment having the strongest impact.

Results of Hypothesis Testing

The hypotheses formulated for the present study were tested using correlation and multiple regression analysis to examine the influence of physical work environment, psychosocial work environment, and work environment on employee performance in private universities. The statistical results obtained from the analysis indicate that all the independent variables have a significant positive effect on employee performance.

The first hypothesis (H1) stated that the physical work environment significantly influences employee performance. The findings from the correlation analysis revealed a strong positive relationship between physical work environment and employee performance ($r = 0.703$, $p < 0.01$). Furthermore, the regression analysis showed that physical work environment has a significant positive impact on employee performance with a beta value of 0.321, t-value of 4.882, and p-value of 0.000. Since the significance value is less than 0.05, the hypothesis was accepted. This result indicates that factors such as comfortable workspace, proper infrastructure, and adequate facilities positively contribute to employee productivity and efficiency in private universities.

The second hypothesis (H2) proposed that psychosocial work environment significantly influences employee performance. The correlation analysis demonstrated a strong positive association between psychosocial work environment and employee performance ($r = 0.748$, $p < 0.01$). The regression results further confirmed the significant influence of psychosocial work environment on employee performance with a beta coefficient of 0.417, t-value of 5.964, and p-value of 0.000. Among all the independent variables, psychosocial work environment recorded the highest beta value, indicating that it is the strongest predictor of employee performance. Therefore, H2 was accepted. The findings suggest that managerial support, motivation, teamwork, communication, psychological safety, and effective stress management play a vital role in improving employee performance in private universities.

The third hypothesis (H3) stated that work environment significantly influences employee performance. The correlation analysis showed a positive relationship between work environment and employee performance ($r = 0.692$, $p < 0.01$). Similarly, regression analysis indicated that work environment significantly affects employee performance with a beta value of 0.286, t-value of 4.117, and p-value of 0.001. Since the p-value is below the accepted significance level of 0.05, the hypothesis was accepted. This finding implies that positive interpersonal relationships, teamwork, and effective conflict resolution contribute significantly toward enhancing employee efficiency and organizational commitment.

Overall, the regression model demonstrated a strong explanatory power with an R^2 value of 0.684 and an adjusted R^2 value of 0.672, indicating that approximately 68.4% of the variation in employee performance is explained by physical work environment, psychosocial work environment, and work environment factors. The overall model was statistically significant with an F-value of 58.314 and p-value of 0.000. Therefore, the study concludes that workplace environmental factors significantly determine employee performance in private universities, with psychosocial work environment emerging as the most influential factor.

5. CONCLUSION

The present study examined the determinants of employee performance in private universities with special emphasis on the role of physical and psychosocial work environments. The findings of the study clearly indicate that workplace conditions significantly influence the productivity, efficiency, and overall performance of employees working in higher educational institutions. Both physical infrastructure and psychosocial support systems were found to play an important role in shaping employee attitudes, motivation, and work outcomes.

The statistical analysis confirmed that both physical and psychosocial work environment factors have a significant positive relationship with employee performance. Among these, psychosocial factors showed comparatively higher influence, indicating the growing importance of emotional and relational aspects in modern workplace management. The study highlights that employee performance is not solely dependent on technical skills or qualifications but is also strongly affected by organizational culture and workplace atmosphere. Based on the findings, the study recommends that private universities should strengthen workplace policies related to employee support, communication, teamwork, and professional development. Management should ensure regular maintenance of infrastructure, provide adequate facilities, encourage participative management practices, and establish mechanisms for stress management and conflict resolution. Furthermore, training and motivational programs should be organized to enhance employee morale and psychological well-being.

In conclusion, the study establishes that both physical and psychosocial work environments are critical determinants of employee performance in private universities. Creating a safe, supportive, and motivating workplace environment not only improves employee productivity but also contributes to the long-term growth and success of educational institutions. Future research may further explore additional organizational and behavioral factors influencing employee performance across different sectors and institutional settings.

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